



DOD CIVILIAN EXPEDITIONARY WORKFORCE

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Personnel and

Resili

Agenda

- **Setting the Stage - Strategic Human Capital Management**
- **Civilian Expeditionary Workforce (CEW) Overview**
 - **Framework and Model**
 - **Training requirements**
 - **Readiness and Deployment Indices**
 - **Current state**
 - **Next Steps**

Strategic Human Capital Management Context

- **Human Capital**: the collective people attributes, skills and abilities that contribute to organizational performance
- **Strategic Human Capital Management**: the process through which an organization acquires and develops staffs, including its leaders, whose size, skills and deployment capabilities meet the organization's current and future mission needs

Workforce Planning is Foundational

SHCM Overview- Business Drivers

- **Department is in a transformational mode**
 - New Mission imperatives require new talents and leadership
 - Joint missions require better articulation of cross-Service support requirements for better programming and execution
- **Civilians are, and will continue to be, called to support contingency operations, especially Phases IV and V**
 - Requires a civilian expeditionary force that is ready, trained, and cleared
- **A large retirement wave cannot be avoided**
 - Robust pipeline needs to be in place to address this wave
- **Competition for skilled talent will continue to increase**
- **Planning is a statutory and Presidential Management Agenda requirement**

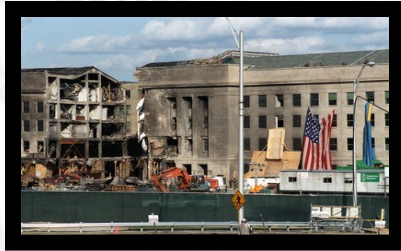
To ensure mission success, the Department must know its talent requirements and whether it is able to meet them, by both position and capability

Approach

- **Strategic Human Capital Management planning and execution through Functional Community Managers (FCMs)**
 - Building on what Components already have in place
 - New coordinating OSD FCMS to be appointed by the USDs for specific occupational groupings, e.g.,
 - Financial; Acquisition; Health; Research & Engineering; Inspections & Audits; Security; Language
 - Components to retain accountability (command and control) of FCMs to ensure the health of Component Career Fields
 - Component FCMs would support and inform OSD FCMs
 - OSD FCMs to monitor functional community progress in the implementation of DoD's SHCM planning guidance (New DODI November 18, 2008)
 - All FCMs would be:
 - Functionally knowledgeable
 - At a senior level
 - Providing the functional expertise required for Human Capital Planning

FCMs will coordinate with manpower, budget, and HR specialists to provide direction for strategic human capital planning

DOD Civilian Expeditionary Workforce



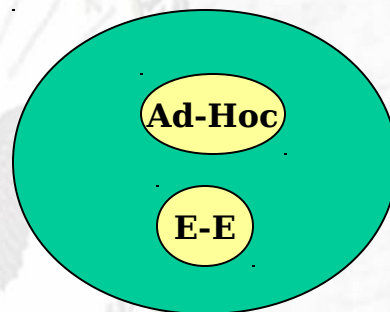
On January 23 DoD reissued DoD 1404.10 under a new title to establish the DoD Civilian Expeditionary Workforce

- Updates policies and responsibilities for the designation of a subset of the Civilian Workforce using position-based categories: Emergency-Essential (E-E), Non-Combat Essential (NCE), and person-based categories: Capability-based Volunteers (CBVs) and former DoD employees.
 - CEW will be pre-identified to be organized, trained, and equipped for rapid response and quick assimilation into new environments to support:
 - Contingencies, emergencies, and combat operation missions of DoD
- or remain in place and respond with the same swiftness to such events

Civilian Expeditionary Workforce Framework (Structure)

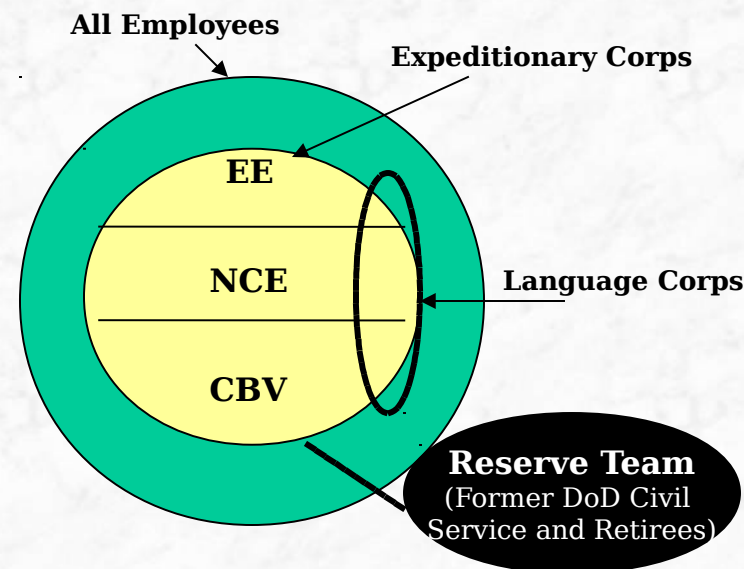
20th Century Model

Civilian Workforce



Current DoDD 1404.10

New 21st Century Model

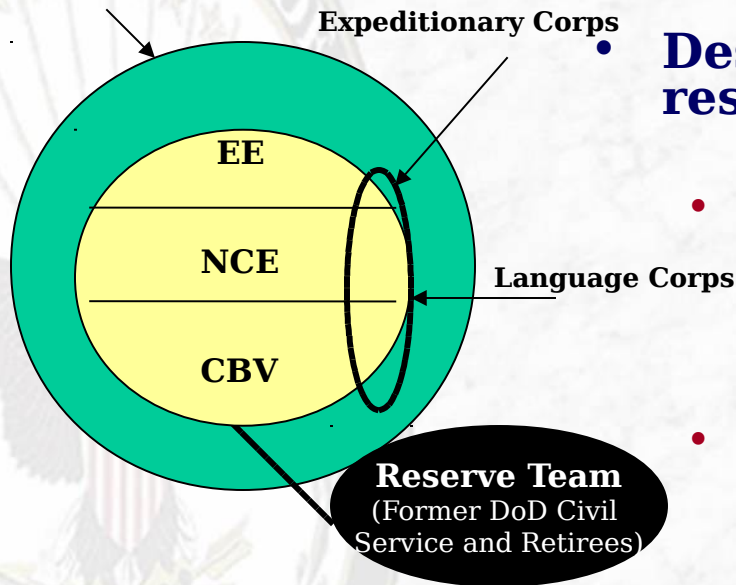


Objectives:

- Creates a larger universe of pre-identified, ready, trained and cleared civilians
- Creates awareness of civilian readiness for Components and individuals
- Assigns Functional Community Managers responsibility for

Civilian Expeditionary Workforce Model

Features:



- **Designated subset of employees to respond within 90 days of notification**

- **EE - Emergency Essential** - a position-based designation to support combat operations or combat-essential systems in a combat zone (10 U.S.C. 1580). Deployability required as condition of employment
- **NCE - Non Combat Essential** - a position-based designation to support non combat missions. Deployability required as condition of employment
- **CBV - Capability Based Employee Volunteers** - a personnel-based designation to support voluntary identification of capabilities outside scope of an employee's position for EE and NCE requirements
- **CBV Former Employee Volunteer Corps** prepared to support backfill or deployed requirements

Civilian Expeditionary Workforce Model

Key Features

- **Expeditionary Readiness Index**

- Determines state of readiness (% of employees prepared)
- Deployment cycles established for rotational predictability (similar to Air Expeditionary Force (AEF) strategy)
- Establishes indicators and dashboard to track and report readiness:
 - Annual Medical/dental/physical
 - Training
 - 4-week Orientation upon designation
 - 14 Day annual refresher training
 - Just In Time Training
 - Valid security clearance, Official passport, CAC Card, Geneva Convention Card
 - Family Plans, Competencies

- **Deployment Index**

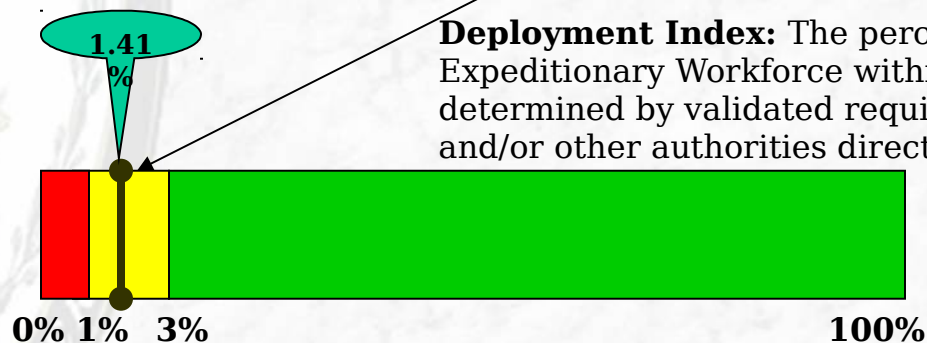
- Determines functional community deployment strength (% of positions and employees)
- Positions designated and capabilities identified based upon recent history and mission requirements
- Requirements validated by CoCOMs and Components

Maintain and Report Deployment and Readiness Index to Components for Functional Community

Operational Deployment Index

Calculating the Operational Deployment Index

Occupational Family	Number of DoD Civilian Employees	Emergency Essentials per Functional Group	Deployment Index
Business and Industry Group	44242	625	1.41%



Deployment Index: The percentage of the available Civilian Expeditionary Workforce within the designated career groups as determined by validated requirements from Combatant commands and/or other authorities directing DoD missions.

**Business
and
Industry
Group**

Key Features - Required Training

DoDD 1404.10, dated 23 January 2009 - Requirements

- **Deployment “101”**
- **Foundational Elements (such as DoD/interagency mission; stability operations, building partnership capacity, culture, language, customs, NSP, etc)**
- **CRC training - Specialized equipment, communication, first aid, etc training**
- **UCMJ requirements and responsibilities**
- **Field exercises with military and interagency**
- **Managing stress in the deployment area**
- **Recognizing health related illness in workplace**
- **Reintegration training upon return from deployment**
- **Supervisory training**
- **Training for families - pre and post deployment issues**

Civilian Expeditionary Workforce Model

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- **Deployment Index**

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**Functional Community Managers
Maintain and Report Deployment and Readiness Index to
Components
for Functional Community**

Expeditionary Workforce

Key Policy Proposals - Position Based

- **Position-Based - Unable or Unwilling to Serve**
 - May be reassigned if practicable, consistent with mission, AND supervisory approval
 - May be removed
- **EEO Considerations**
 - Requirement to comply with Rehabilitation Act of 1973 for reasonable accommodation in cases of disabilities
- **Single Job Opportunity Website**
- **Employee Right to return to position of record**
 - Experience valued
 - Considered career enhancing
- **Supervisory requirement to release employees unless negative impact on mission**
 - Backfills as possible
 - Maintain contact with employee and family
- **Employee Medical Care**
 - Same scope of care as is provided to military members while deployed

Expeditionary Workforce

Key Policy Proposals - Capability Based

- **Capability Based Employee Volunteers and Retired Corps**
 - Self report based upon identified critical capabilities
 - Requirements:
 - Cannot involuntarily direct assignments unless related to job
 - Voluntarily agree to meet Readiness Requirements
 - “Three strikes and you are out of the database”
 - Applicable Policy Requirements:
 - Right to Return to Position of Record
 - Supervisory Release unless negative mission impact
 - Medical Care if ill or injured in Theater
 - Organizational Support
 - Non Applicable Policy Requirements:
 - Decline opportunity with no penalty

New Sourcing Model

Objectives:

- Ensure civilians are a sourcing solution
- Institutionalize a planning and sourcing process

Background:

- Currently, there are 2 Methods for Sourcing Requirements:
 - Request for Forces (units, brigades, detachments). Civilians may be embedded in those Forces
 - Individual Augementees for unexpected and new Mission Requirements

New Option:

- Leverages lessons learned
- Creates “New Breed” HR advisor for CoCOMs
- Links Component and OSD Functional Community Managers in processes
- Establishes CPP/CPMS Readiness Unit as single POC to coordinate and facilitate expeditionary requirements (JFCOM equivalent and virtual support office for sourcing civilian requirements)
- Links DUSD(CPP) to Sourcing and DepOrds Decisions

New Resourcing Model

Objectives:

- Create a ready, transparent, and simplified process to obtain funding for Expeditionary Workforce requirements, including backfill needs

Key Features:

- New guidance issued by OSD (Comptroller)
 - Establishes resourcing accountability in DoD Components
 - Appoints a single Component/Agency-level POC to manage deployment financial resources
 - Requires immediate notification of the Component/Agency Comptroller and Contingency Budget Officer, as well as the local Commanding Officer, Comptroller or Resource Manager, when DoD civilians are selected for expeditionary opportunities

What's Been Done To Date on CEW

- **Launched Phase 1 -**
 - ✓ **Established Readiness Cell in DoD Civilian Personnel Management Service (CPMS)**
 - ✓ **Launched preliminary website**
 - ✓ **Continue Recruitment/Processing for 297 global expeditionary jobs**
 - ✓ **Execute Deployment & Readiness Index with Pilot Functional Communities (Information Technology, Financial Management, & Logistics)**
- **Key Roles of Expeditionary Cell**
 - **Recruits and Fills jobs**
 - **Serves as the J-1/J-3 equivalent for clarifying/validating CoCOM IA and RFF expeditionary-type requirements in coordination with Components**
 - **Serves as the JFCOM equivalent for identifying Components to source IA and RFF civilian sourcing with Components**
 - **Arranges deployment processing (e.g., funding issues, training, equipping, medical/fitness examinations, etc.)**

CEW - Next Steps

- **Launch Phase 2 (Spring - Fall 2009)**
 - ☐ **Recruit non government applicants for Global Expeditionary Requirements**
 - ☐ **Pilot Deployment and Readiness Index in four Functional Communities (Financial Management, Information Technology, Logistics, Medical)**
 - ☐ **Develop Orientation Curriculum, Refresher Training Curriculum and Just in Time Curriculum (Afghanistan)**
 - ☐ **Designate and code positions and capabilities**
 - ☐ **Issue draft of CEW DoD Instruction**



Backup

Training Framework - Example

- **4-week Orientation Course**

- Mandatory within 90 days of selection or notice
- Classroom and Simulations
- (e.g., 1st Army/2nd Air Force + New SSTRO curriculum + Exercises at 8 Power Projection Platforms (Ft. Dix, Fort Jackson, etc.)

Examples of Curriculum Content

- Deployment principles, authorities, and theories
- Interagency roles and authorities
- Member roles, responsibilities, and linkages with key actors
- Communications in contingency and emergency environments
- Culture and Politics
- Building teams, how to work on teams
- Managing conflict and stress
- Building partnership capacity
- Administrative, personal, and logistical preparation
- Safety and Security (self supported and supported)

Example of simulations

- HV roll over's
- Kidnappings
- Interrogations

Training Framework - Example

- **14 Day Annual Refresher Training**

- Classroom and Simulation

Examples of Curriculum Content

- Overview of Deployment principles, authorities, and theories
- Interagency roles and authorities
- Building teams, how to work on teams
- Managing conflict and stress
- Building partnership capacity
- Safety and Security (self supported and supported)

Example of simulations

- Safety simulations
- Situational game planning

- **Just in Time Training**

- Classroom and Simulation
- CRC